
**WOMEN'S EMPOWERMENT PROGRAM:
RIGHTS, RESPONSIBILITIES, AND ADVOCACY**

Award No. 367-A-00-98-00001-00

FINAL REPORT

**Submitted to USAID by
The Asia Foundation**

December 2001

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INTRODUCTION

The Asia Foundation (TAF) administered the Rights, Responsibilities, and Advocacy (RR&A) component of USAID/Nepal's Women's Empowerment Program (WEP) from October 1, 1997 to September 30, 2001. WEP consisted of three integrated interventions: 1) Empowerment Literacy; 2) Legal Rights, Responsibilities, and Advocacy; and 3) Economic Participation. TAF was responsible for the second of these interventions. The first and third interventions were administered by PACT under a separate agreement with USAID.

Defining empowerment of women as the process by which women identify, challenge, and overcome barriers in their lives, and ultimately change their life circumstances at the household and community level, WEP sought to expand women's household decision-making influence; increase their spending on family well-being; and enable women to initiate collective actions for social change at the community level. The program reached 122,941 women in 5,874 economic groups in 21 districts across the Terai.¹ (See **Appendix A**)

RR&A evolved from an earlier TAF legal literacy effort in Nepal conducted in 1996-97 as part of its USAID-funded Global Women in Politics (GWIP) program. The issues addressed by RR&A were identified through participant surveys, a series of focus group discussions conducted in the field, and curriculum development workshops held in Kathmandu. Based on the premise that legal rights information and understanding is necessary, but not sufficient, to generate sustainable collective action, the program not only helped women understand their legal rights and make them conscious of their civic responsibilities, but also informed them about ways to initiate collective action for social change.

By the end of the grant period, the RR&A program had exceeded its targets in all areas (see Project Achievements below, as well as **Appendix B**). Quantitative achievements are also documented in the "Final Evaluation Survey of the Women's Empowerment Program (WEP)" prepared by PACT for USAID/Nepal in September 2001.

PROJECT DESCRIPTION

The goal of the RR&A program was to increase women's understanding of their legal rights and civic responsibilities, and provide them with the necessary skills to undertake advocacy campaigns. Success of the program was measured against three intermediate level indicators:

- number of women who pass a legal literacy test;
- number of advocacy campaigns; and
- number of collective actions.

¹Ilam, Jhapa, Morang, Sunsari, Saptari, and Siraha in the Eastern Region; Dhanusha, Mahottari, Sarlahi, Rautahat, Bara, Parsa, and Chitwan in the Central Region; Nawalparasi, Rupandehi, and Kapilvastu in the Western Region; Banke, Bardiya, and Surkhet in the Midwestern Region; and Kailali and Kanchanpur in the Far West Region.

The activities implemented during the project period included an initial assessment, curriculum development, orientation of NGOs, facilitators' training, advocacy coordinators' training, training of women's groups, and legal literacy test administration. During the final year of the project, in order to promote the sustainability of results, activities also included linkage workshops with local government officials, group exposure visits to neighboring districts, consultation workshops, and advocacy sustainability workshops. The activities are described in greater detail below, and are inventoried with a timeline in **Appendix C**.

Curriculum Development/Publications

Curriculum. The RR&A curriculum imparted critical and analytical skills essential for the process of empowerment. Based on prior TAF experience, it was designed to be issue-based and interactive as opposed to fact-based with an emphasis on memorization. It presented legal rights information in a manner that is relevant to women's experiences. Facilitators engaged participants to solve their priority problems, as opposed to merely imparting legal rights knowledge to passive beneficiaries.

In developing the curriculum, TAF conducted a participant survey and focus group discussions with economic group members and NGOs in eight districts: Chitwan, Nawalparasi, Bara, Jhapa, Banke, Bardia, Kailali and Surkhet. International consultants Dr. Margaret Schuler and Ms. Emelina Quintillan, specialists in legal literacy curricula, developed the framework. They worked in consultation with TAF staff, a local consultant in Nepali law, Ms. Sapana Malla, and a local curriculum expert, Mr. Keshab Thapalia.

The curriculum was comprised of two books, the facilitator's handbook and the participant's workbook. The facilitator's handbook was designed to provoke discussion on real life issues and critical analysis of Nepal's social and legal systems. The participant's workbook was interspersed with study pictures, role plays, and games so that women deprived of a formal education could readily learn about their rights, recognize their violation, and be motivated to advocate for change.

The 14-week Rights and Responsibilities component of the curriculum contained information on fundamental and legal rights and their protection. It addressed issues such as child marriage, widow remarriage, and divorce. It also dealt with exclusive and ancestral property, partition, the legal aspects of partnership, cooperative savings and credit, violence against women, trafficking, and reproductive rights. The 10-week Advocacy component of the curriculum informed women about how to assess common needs, identify goals, plan campaigns and collective actions, and mobilize their communities for successfully implementing strategies for change.

Curriculum glossary. From the experience of the first groups trained, TAF concluded that the curriculum's language level was somewhat challenging for most participating women due to their limited literacy skills. While some of the women were fully able to understand and discuss the concepts and vocabulary, others could not. TAF therefore compiled a glossary of unfamiliar or legal terms used in the curriculum, and an accompanying set of picture descriptions. Six thousand copies of the glossary were published and distributed to all RR&A Facilitators and Advocacy Coordinators.

Case studies. In order to reinforce the RR&A curriculum and demonstrate examples of successful advocacy, TAF compiled and published case studies. A total of 15,000 copies of the case studies were printed in Nepali for distribution to WEP groups and the Ministry of Women, Children, and Social Welfare (MWCSW), and 50 copies were printed in English for internal use and distribution to program partners.

Advocacy posters. TAF developed two advocacy posters depicting violations of women's rights and showing the steps of advocacy. Fifteen thousand copies of each of the posters were distributed to WEP groups, partner NGOs, and MWCSW.

Anti-trafficking comic book. To augment the basic curriculum, TAF developed and distributed an anti-trafficking comic book, *Our Decision, Our Protection*, which was designed to increase awareness on trafficking among a neo-literate audience. The reader-friendly comic book addressed the three "Ps"—Prevention, Protection, and Prosecution—utilizing participatory, interactive techniques to identify strategies for combating trafficking at the community level. The distribution of the comic book was a collaborative effort between TAF and MWCSW representatives. Of a total of 200,000 copies printed, 120,000 were distributed through WEP groups, with an additional 70,000 distributed in 75 districts by MWCSW. A further 10,000 copies were distributed through NGO and INGO programs.

Newsletter. PACT and TAF published a joint newsletter on a quarterly basis for distribution among WEP groups. PACT took the lead, while TAF contributed success stories, news, and features. During the final year of the program, as PACT's activities came to a close, TAF published one issue of its own newsletter focusing on advocacy and program sustainability. Seven thousand copies of the newsletter were distributed to WEP groups.

Group Identification/Administration

Pre-existing women's economic groups served as the main mechanism through which WEP was implemented. Economic groups provide women with a legitimate social space beyond the household and a sense of solidarity, allowing them to be more confident, empowered agents in the public sphere. It was felt that pre-existing groups would derive the maximum benefit from WEP because of their established capabilities and cohesion. When the initial survey conducted by New Era failed to identify a sufficient number of women for WEP in existing economic groups, TAF and PACT jointly undertook a survey—referred to as Initial Assessment/ Management Information System (IA/MIS)—to identify additional women, groups, and their affiliated NGOs. Even after IA/MIS, the total number of women was insufficient. TAF and PACT therefore identified additional women through NGO orientation workshops.

RR&A was managed through a Kathmandu-based project management unit, three regional offices in Nepalganj, Chitwan, and Biratnagar, and nine district-based offices. (The regional and district offices were joint WEP offices shared by TAF and PACT.) TAF's Representative exercised overall management responsibility for RR&A, assisted by the Assistant Representative, a Program Manager, three Program Officers, one MIS officer, and two Drivers. Financial management, compliance monitoring, and procurement support were provided by TAF's administrative and finance staff. Field staff consisted of three Regional Coordinators, three Regional Finance Coordinators, one Training Coordinator, four District Coordinators, 14 Field

Coordinators, and support staff. Each District Coordinator and Field Coordinator was responsible for supervising sub-grantees and the RR&A program in their assigned district. The entire supervision system was geared toward maintaining program quality, ensuring timely implementation, and providing technical assistance at the grassroots level.

Training and Advocacy Strengthening

RR&A implementation began after completion of the three-month literacy empowerment intervention by PACT, using the same groups as entry points for RR&A. Although TAF and PACT worked with common economic groups, considerable groundwork was necessary prior to commencing RR&A, including verification of participant groups associated with NGOs, recruitment and training of facilitators, and partner orientation. During the project period, five “cohorts” of women’s groups received RR&A training.

TAF implemented RR&A through sub-grant agreements with 238 indigenous partner organizations, including NGOs, cooperatives, and the Parks and People Program. As the curriculum was issue- and discussion-based, it was administered through Facilitators, ideally chosen from the women’s groups themselves. Local partners recruited Facilitators in consultation with TAF’s district-based staff, supervised them, provided progress and financial reports to TAF, maintained regular contact with the women’s economic groups, and assisted the groups in their advocacy campaigns. Support to sub-grantees consisted of funds to hire one RR&A Facilitator for each women’s economic group having at least 12 women members, as well as a nominal fee for program oversight. Each Facilitator met with their group for 1-2 hours a day, six days a week for six months to provide training using the RR&A curriculum. During the final year of the project 116 Advocacy Coordinators were hired to monitor and assist groups in their advocacy initiatives.

Sustaining Women’s Advocacy

During the fourth and final year of the program, TAF conducted additional activities to ensure strategic linkages between women’s groups and local institutions needed to sustain advocacy beyond the project period.

Linkage workshops. NGO consortiums in 19 districts conducted 43 linkage workshops where the RR&A program was presented to VDC officials, local government authorities, line agencies, MWCSW, and INGOs operating in the area. The workshops helped to establish relationships, promote coordination, and elicit commitments of support for women’s initiatives. A total of 1,959 persons participated in these workshops.

RR&A staff facilitated an additional 289 linkage workshops in 21 districts to build relationships between WEP members and their elected women ward representatives, with an emphasis on the roles and the responsibilities of VDCs and Ward Committees. Participants discussed how groups can gain access to VDC development funds and other resources for community development activities of concern to women. The workshops also helped to establish accountability relationships between elected representatives and their constituents as local government elections approach in 2002. The total number of participants was 6,705, of which 4,505 were WEP members and 2,200 elected women representatives and government officials. Before the conclusion of each workshop, participants agreed to organize follow-up meetings among other

group members and elected representatives from other wards. A total of 7,610 women participated in these meetings. One outcome was the formation of VDC-level network committees in each district where such a committee had not yet been established.

Exposure visits. In order to replicate best practices and promote collaboration on advocacy between WEP groups, TAF organized exposure visits in 21 districts. During these visits, women from groups which had initiated few advocacy campaigns had an opportunity to interact with women from more active groups. The visits provided an opportunity for active groups to explain their past campaigns, reinforcing the importance of joint efforts, coalition building, and networking. A total of 2,915 women traveled to neighboring districts, meeting 1,150 women in receiving groups.

Advocacy sustainability workshops. As part of an ongoing strategy to increase collective actions and advocacy campaigns, district coordinators conducted two-day advocacy sustainability workshops. A total of 9,328 women from 4,845 groups took part in the workshops. Besides reinforcing advocacy skills, the workshops helped participants to identify financial as well as non-financial resources to sustain advocacy efforts.

NGO consultation workshops. RR&A field staff also organized three regional NGO consultation workshops where 167 participants discussed how best to maintain women's advocacy initiatives after WEP completion, and the role of their NGOs in doing so.

Best practice awards. Based on selection criteria defined by TAF, a total of 186 groups were chosen for best practice awards, recognizing their outstanding advocacy initiatives and cooperation among group members.

Monitoring/Evaluation/Reporting

From May to June 1998, CECI led the development of a WEP MIS/data collection system. This computerized central mechanism for gathering and evaluating program outputs was designed to measure WEP performance against its indicators. PACT later assumed primary responsibility for administration of the system. Surveys were conducted twice a year, with PACT and TAF jointly formulating guidelines and instructions on methodologies for collecting and consolidating data. Following an MIS orientation, enumerators would visit WEP groups to observe and capture performance based on the records that groups maintained. Six MIS surveys were completed during the project period.

Two of the RR&A intermediate level indicators were tracked through the MIS surveys: number of advocacy campaigns, and number of collective actions. The other indicator—number of legal literacy test passers—was tracked separately by TAF through a legal literacy test developed and field tested in December 1999. The test, which evaluated participants' understanding and retention of legal concepts introduced in the first half of the curriculum, was administered to all groups beginning in January 2000. Advocacy Coordinators gave the test, graded it, and conveyed the results to TAF's district-based staff. After reviewing the data, they forwarded it to TAF's MIS unit in Kathmandu for recording and compiling.

TAF staff in Kathmandu and the field regularly monitored, evaluated and reported on RR&A

activities. They traveled to project areas to assess overall progress, ensure necessary guidance and support, and to maintain program quality. They worked closely with local NGO partners to ensure timely and effective program implementation and financial management. Advocacy Coordinators met with group members on a regular basis to review advocacy plans and actions, and to provide feedback and motivational support.

In addition to ongoing interaction with mission staff, TAF submitted yearly workplans to USAID and quarterly reports. RR&A was included in the USAID assessment of the WEP program conducted in October 1999, and in the “Final Evaluation Survey of the Women’s Empowerment Program (WEP)” prepared by PACT for USAID/Nepal in September 2001.

PROJECT ACHIEVEMENTS

One of the underlying hypotheses of WEP was that empowered women—i.e. literate, legally aware, and economically active—would initiate collective action for social change. RR&A tracked three intermediate level indicators to test this hypothesis. The first indicator measured *legal literacy test passers* among RR&A participants after completion of the Rights and Responsibilities component of the curriculum. The second and third indicators measured instances where women joined together to advocate on behalf of themselves, their families, and communities. *Collective actions* were defined as the separate steps taken by two or more members of a group in order to achieve the goal of an *advocacy campaign*, which in turn was defined as a group working together to bring about a change or improvement in their lives and the lives of other community members.

As described above, the legal literacy indicator was tracked by TAF through a test administered to all RR&A participants. The second two indicators were tracked by the MIS administered and maintained by PACT for the overall WEP project. By the end of the project period, RR&A had exceeded its targets for all three indicators. In particular, the number of collective actions and advocacy campaigns was significantly higher than projected. Although these indicators are quantitative and do not fully address impact, they nevertheless indicate behavioral changes due to the project. Cumulative achievements are presented in the table below. See **Appendix B** for details.

RR&A Cumulative Achievements

Indicator	Cumulative Target	Cumulative Achievement
Legal Literacy Test Passers	108,000	109,306
Collective Actions	244,200	380,883
Advocacy Campaigns	20,000	44,972

Collective actions and campaigns were further categorized into two types: *social collective actions/campaigns* relating to issues affecting social and economic relations within the family or community, e.g. alcohol abuse, child marriage, bigamy, or property rights; and *physical collective actions/campaigns* relating to the installation, construction, repair, or maintenance of physical

structures, e.g. a water system, bridge, or school. The most frequent social campaigns pertained to domestic violence, alcoholism, gambling, and child marriage. Campaigns on physical infrastructure covered irrigation, rural works construction and maintenance, and afforestation.

RR&A Campaigns and Collective Actions

Source	Social Campaigns	Social Collective Actions	Physical Campaigns	Physical Collective Actions
MIS II	2,372	25,886	2,395	27,271
MIS III	3,681	26,747	2,218	18,920
MIS IV	6,569	42,564	4,224	36,096
MIS V	7,685	69,984	4,141	33,874
MIS VI	7,489	62,388	4,198	37,153
Total	27,796	227,569	17,176	153,314

In addition to tracking quantitative data, staff of TAF, PACT, and evaluation consultants made qualitative assessments of the project's impact. These were based on extensive interaction with WEP participants, NGO staff, and government representatives in project areas. The major conclusions are presented below.

Patriarchal norms challenged. The program demonstrated visible impact across a range of issues that pertain to women, their families, and broader communities. Both individual acts and collective actions challenged patriarchal norms within families and communities.

Attitudinal changes. Advocacy efforts that drew upon the support of the local community led to attitudinal changes, especially among village men. Where first they may have blocked women's initiatives, they began supporting them, leading to improvements for the community as a whole. Villagers came to respect the women's groups for the help they provided in solving various social problems, such as domestic violence.

Enhanced sense of social responsibility. In the public sphere, women's actions reflect an enhanced sense of social responsibility and capability, where women are active in articulating and advocating concerns that benefit both women as well as the larger community.

Community Mediators

In Mahendranagar Municipality of Kanchanpur, a girl became pregnant through a premarital relationship and was being pressured by her family to leave home and move in with the boy. The boy's family encouraged him to reject the girl, and persuaded the girl to abort the unborn child through the services of an Indian broker. The 13-member women's group facilitated by Jhilmila Societal Welfare Center heard of the case and went to the boy's home to inform his family of the relevant laws and charges which could be filed against them in court. After several meetings in which other community members were also involved, the group succeeded in convincing the couple to abandon their plans to abort the child, and received approval from the families for the couple to be married.

Women's space in public affairs. At the community level, women not only advocated for their rights, but also organized against discriminatory legal and social provisions in the law, creating a legitimate space for them in the public domain that in many cases had not existed before. Examples include advocacy on issues pertaining to ancestral property rights, reproductive rights, polygamy, domestic violence, and violence against women.

Increased women's confidence. Many women translated awareness into actions that have implications for them at both individual and collective levels. This is evident in actions that emphasize their sense of identity and confidence. Examples include registering marriages and obtaining citizenship certificates. Women have also noted their enhanced bargaining position within the family as well as improved perceptions of self and ability as being significant advances.

Local development role. Women have demonstrated increased commitment and capability in translating knowledge into practical actions that provide social benefits. In a number of cases, besides their own labor contributions, women invested money from group savings for public development efforts such as construction of roads or drinking water systems, and environmental campaigns.

Treated with Respect

Although Jyoti Nagar village in Rupandehi had electricity, none of the public light poles had bulbs on them. This meant dark roadways, which combined with poor road conditions were inconvenient and dangerous for villagers. Members of the Ram Women's Saving Group initiated a campaign to mobilize support for upgrading the roads. They approached the Village Development Committee, and also sought financial and labor support from men of the village. Inspired by the women's dedication to the cause, the community worked together to install lights on the poles and surface the road with gravel. Group members say that the level of respect they are afforded in the community has greatly increased as a result of their efforts. They are no longer regarded as being incapable of participating in public affairs, and are treated better within their homes as well.

Engagement with local authorities. Many women's groups engaged with local government representatives, claiming resources from the VDC to undertake public development works that included establishing drinking water facilities, road construction, repair, etc. Women's groups also took initiatives in resolving minor disputes related to land encroachment. Community support and sanction of women's initiatives was evident where women's groups in many areas gained a high social profile and were regarded as a “watch dog” for the community.

Linkages established. Programs were organized to establish linkages between WEP women and various line agencies, elected officials, and other concerned authorities at the ward, VDC, and district levels. These programs successfully introduced women and their advocacy initiatives to a range of local stakeholders.

Networks formed. Many women's groups have continued their advocacy actions after TAF's withdrawal. Some groups have formed VDC- and district-level advocacy networks, and have initiated both local and district-level campaigns. Some of these networks are beginning to expand their linkages to the national level. The emergence of local women leaders is also an encouraging feature.

CONCLUSION: LESSONS LEARNED AND RECOMMENDATIONS

Although the status of Nepali women is beginning to improve, discrimination endures as a way of life. Males are favored from birth due to their ritual role in Hindu religion and the economic security they provide parents in old age. Girls and women have less access to education, income, employment, and health care than do males. Female literacy remains less than half that of adult men, and women's share of earned income lags at less than a fifth that of their male counterparts. Laws regarding marriage and property rights are biased against women, as are law enforcement agencies and the courts.

Within this difficult context, the RR&A program had a significant positive impact on its women participants. This is evident by the number and range of issues that women addressed in the form of collective actions. Their initiatives not only helped them to overcome legal, social, and political obstacles, but established their credibility as change agents within their communities. Participants now face the challenge of sustaining their advocacy initiatives in the absence of the technical and motivational support received through RR&A. Linkages developed with local elected leaders and government authorities during the final year of the project will assist in this process.

WEP was a large and logistically complex project, as was RR&A itself. Based on exit interviews with RR&A staff, as well as internal and external evaluation reports, the following lessons learned and recommendations are relevant for future efforts of this kind.

Social mobilization. Adequate participation by local stakeholders is critical for relevant and effective programming, and for establishing a favorable context for program implementation. Local line agencies, VDCs, and relevant stakeholders must be consulted in program design, or at least informed about the process. This also has particular relevance for the sustainability of programs, as was highlighted in the linkage workshops during the completion year of the project.

Local partner NGOs. Uniformity between the implementing partners on the selection criteria for

local partner organizations is critical for effective and efficient program implementation. Local partner organizations should be given meaningful responsibilities in order to build local capacity and lay the groundwork for sustainability of program activities. The continued involvement of partner NGOs beyond the project period is often needed to ensure group cohesion and momentum.

Gender sensitization. Focused and organized gender sensitization activities involving male members of the communities, VDC chairpersons, and local government officials are important to improve the enabling environment for women's empowerment. Gender sensitization activities should be mainstreamed into the program rather than included as a supplementary provision, with adequate resources allocated.

Male support. Given the relevance, utility, and effectiveness of RR&A advocacy packages and their impressive impact on women, options to develop such packages specifically for male audiences should be explored. Involving male members from the families in program orientation helps in overcoming male resistance.

Basic literacy skills. A program in legal literacy must follow basic literacy training so the participants have minimal skills to access and understand the information being presented. This is especially important for programs on relatively complex issues such as law and advocacy.

Language barriers. Given the multiethnic and multilingual nature of Nepal, the language utilized for instruction is critical for any literacy-based program. In implementing RR&A, some ethnic communities found it difficult to cope with the Nepali used in the curriculum. This was later overcome by the introduction of an illustrated glossary for difficult words, which was produced in four different Terai languages.

Women's buy-in. Women participating in the program were required to pay modest sums for the RR&A books, except in cases where they were unable to do so. This proved an important strategy to establish their ownership of the program.

Coordination mechanisms. Lack of proper communication between implementing partners at the central level can create misunderstanding at the field level. Appropriate and effective coordinating channels need to be formalized between implementing partners. Regular communication between the partners is essential for effective field implementation.

Monitoring/supervision mechanisms. Effective monitoring and supervision mechanisms should be planned prior to implementation. Regular visits to RR&A classes/women groups by project management staff were critical, both for monitoring progress and motivating participants.

Exit strategies. It is important to ensure consistency in the exit strategies in integrated programs, as different messages from different organizations challenge the sustainability of the program. Linking women's groups with other groups in the areas as well as with local stakeholders such as elected leaders and local government agencies provides an important mechanism to ensure the sustainability of their advocacy initiatives.

Continued use of curriculum. Materials developed by the RR&A program provide important

guidance for working with local women's groups while providing specific inputs to initiate collective actions. Other organizations have requested copies of the materials for direct use or adaptation to their own programs. The materials should remain available for replication and further dissemination.

APPENDICES

RR&A Participants

Cohort	Start Date*	# Groups	#Women
I	June 1999	497	10,471
II	October 1999	2,169	46,586
III	January 2000	927	19,541
IV	April 2000	1,209	24,853
V	November 2000	1,072	21,490
Total	---	5,874	122,941**

* Handover of groups by Pact to TAF

** Although the total enrolment was 122,941, only 117,061 participants completed the full training program. Dropouts were due to marriage, inactivity of groups, and other reasons.

RR&A Targets and Results by Year

Year	LEGAL TEST PASSERS		ADVOCACY CAMPAIGNS		COLLECTIVE ACTIONS		Source
	Target	Achieved	Target	Achieved	Target	Achieved	
1998	0	0	0	0	0	0	---
1999	0	0	2,600	4,767	26,600	53,157	MIS II
2000	72,000	89,105	9,600	28,518	107,200	228,186	MIS III, IV, and V
2001	36,000	20,201	7,800	11,687	110,400	99,540	MIS VI
Total	108,000	109,306	20,000	44,972	244,200	380,883	—

Appendix C

RR&A Activities: October 1, 1998 - September 30, 2001

Activities	1998		1999		2000		2001	
Curriculum Development/Publications								
Focus group discussions	■							
Curriculum development workshops	■	■						
Field testing of training materials	■							
Curriculum printing		■						
Curriculum glossary development			■					
Publication of trafficking comic book						■		
Publication/distribution of advocacy posters					■			
Case study publication							■	
Publication/distribution of RR&A newsletter							■	
Group Identification/Administration								
Field testing of IA/MIS*	■							
Implementation of IA/MIS		■						■
NGO orientation		■	■	■	■	■	■	
Establishment of regional offices		■						
Establishment of district offices								
Field staff recruitment/hiring			■					
District office closure						■		
Consolidation of regional offices							■	
Consolidation of field staff						■	■	
Training and Advocacy Strengthening								
Field staff Training of Trainers (TOT)		■						
Facilitators selection and training		■	■	■	■	■	■	
Training of Cohort 1			■					

Training of Cohort 2								
Advocacy coordinators training								
Training of Cohort 3								
Training of Cohort 4								
Refresher TOT for Advocacy Coordinators								
Refresher training for Facilitators								
Training of Cohort 5								
Sustaining Women's Advocacy								
Field staff consultation workshop								
NGO consultation workshop								
District- level workshops								
Linkage meetings with line agencies								
Linkage meetings with elected leaders								
Networking meetings								
Exposure visits to neighboring districts								
Distribution of best practice awards								
Monitoring/Evaluation/Reporting								
Implementation of MIS-I								
Implementation of MIS-II								
Implementation of MIS-III								
Implementation of MIS-IV								
Implementation of MIS-V								
Implementation of MIS-VI								
Hiring of advocacy coordinators								
Legal test administration								
Quarterly reports								

* Initial Assessment/Management Information System